

**SECRET**

DD/S 63-2898

Approved For Release 2003/04/29 : CIA-RDP84-00780R000200120045-0

Executive Registry

63-5556

12 JUL 1963

MEMORANDUM FOR: Executive Director

*DM2*

Kirk:

Since you have been interested in the mail and courier services of the Agency, I thought you would like to see the report recently submitted to me by a Task Force set up several months ago to study the subject.

25X1 The Task Force was able to make several changes during the conduct of their survey to improve the system. Apart from these changes, they conclude that the present system is fundamentally sound, and we need all of the ☐ couriers we now have. As a matter of fact, the challenge will be to satisfy continually increasing requirements without an increase in personnel.

The study recommends some amendments to the regulations and the development of a mail processing handbook. The revisions to the regulations have been put into process for publication and I have assigned a member of the Records Administration Staff to write a suitable handbook. I have also had a Notice prepared to reduce the number of calls for special courier service and encourage additional use of the pneumatic tube system.

L. K. White

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Att:

Memo dtd 14 June 63 to DD/S fr Chm, Mail  
& Courier Task Force, subj: "Mail & Courier  
Task Force Report"

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

Approved For Release 2003/04/29 : CIA-RDP84-00780R000200120045-0

DD/S 63-1942

14 JUN 1963

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Mail and Courier Task Force Report

1. The report of the Mail and Courier Task Force is submitted herewith. Our findings briefly are that the Agency has an effective and efficient mail and courier system which is geared to Agency needs and flexible in meeting emergency, special and changing situations. Certain accomplishments and recommendations are contained herein.

2. In our approach to the problem we defined our mission, "To provide the Agency effective and efficient mail and courier service with minimum essential controls." Our analysis of the problem led to the conclusion that we should consider it from four related but somewhat independent standpoints, e.g., (a) external courier service, (b) internal mail delivery and pick-up service, (c) receipts for classified mail and (d) internal control (logging) of classified material. Our general findings under each subject are summarized in succeeding paragraphs which include reference to attachments containing details. The membership of the Task Force, the Agenda and Minutes of Meetings are attached, as Tabs A, B and C respectively.

3. External Courier Service. This service encompasses service to locations in the Washington area outside Headquarters. It includes service to Agency and non-Agency buildings.

a. Our review indicated the possibility of consolidation of numerous courier runs. This was done with an estimated annual savings of \$15,600 (Tab D). The requirements for the special services organic to OCI, NPIC and OS were considered. It was concluded essential that these offices continue their special service.

b. A periodic review, semi-annually or more often if necessary, will be made by the Chief, Logistics Services Division of the number of runs and delivery and pick-up points. Likewise he will be the recipient of requests for additional regular service.

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c. [ ] was published which includes the most used regular mail service available with time of delivery and pick-up at the various locations. Also included was authority for mail originators to call for special service. It was concluded this publication would reduce the requirements for special service and at the same time enable originators to plan deliveries to meet their requirements.

d. Establishment of internal relay points at the Pentagon, State and Arlington Hall (the only locations with multiple delivery points) was considered. Our conclusions were that it is not feasible or economical to take this action.

e. The Task Force made note of the fact that the Agency courier service provides delivery and pick-up of material of interest to CIA and consumers and that only NSA services the Agency. It was concluded that the present practice is the most efficient and economical to the government even though the total cost is borne by CIA.

5. Internal Mail Delivery and Pick-up Service.

a. The Task Force received two recommendations regarding delivery points for mail:

(1) The reduction of a large number of registries through elimination, consolidations, etc.

(2) Eliminate central registry facilities for major components; deliver mail direct to organizational level nearest action desk. The delivery of mail as near as possible to the action desk results in the most efficient service with least intermediate processing.

This system (2) is possible within DD/P where a general uniformity of function prevails and which has a central correspondence analysis system which leads to simplified sorting and delivery procedures. In the several major components of the DD/I, DD/S and DD/R there is no uniformity of functions. For instance, within DD/I there are eight major offices all with separate and distinct functions. The same pattern applies similarly to the DD/S and DD/R. Furthermore, M&CB couriers cannot deliver to decentralized points in DD/I and DD/R because of barriers. Our conclusions are that the current system which provides for bulk deliveries to central points where necessary and more detailed break-out points where possible is best suited to the Agency needs. A uniform system is possible to devise but would prove impractical.

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b. Mail is delivered eight times per day within the Headquarters building and six times per day to downtown Agency offices. Consideration was given to reduction in the number of deliveries, however upon examination it was determined present schedules should be retained. Our conclusion was based upon:

- (1) Frequent delivery results in more even flow and eliminates peaks and valleys in processing.
- (2) It is highly desirable if not essential that mail move promptly from point to point.
- (3) The extremely heavy volume requires constant onward movement to prevent overtaxing facilities at central mail rooms and major receiving/dispatch points.

c. Several tests were conducted to ascertain transmission time of mail to various points in Headquarters and outlying buildings. (Tab E)

- (1) Mail sent out at 0910 was received by components in Headquarters between 0937 and 1020 and at other buildings between 1230 and 1600 the same day.
- (2) Mail sent at 1150 was delivered in Headquarters between 1315 and 1400 and on to other buildings between 1405 and 1600 the same day.
- (3) Mail sent at 1600 was delivered in Headquarters by 0952 and to outlying buildings by 1035 the next day.

Tests conducted on movement to and from DD/I and DD/P components:

- (1) The average time from DD/I to DD/P components is 2 hours, 8 minutes.
- (2) The average time from DD/P components to DD/I is 3 hours 58 minutes when not logged in RID and 5 hours 35 minutes when logged. This matter was discussed in detail with DD/P representatives who in turn made an internal review to determine if the RID logging could be discontinued. It is still under consideration, however, it appears that DD/P will insist on continuance of the logging.

d. A review of the pneumatic tube systems revealed that utilization represented a relatively small percentage of capacity. Average utilization and capacity of the three systems is:

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A	2500 - 12000
B	600 - 10600
C	300 - 10600

Factors precluding or limiting use of the tube include:

(1) The plans for the systems were prepared in 1957-58. Since then numerous organization and space changes have caused many tube stations to be located where little or no use is possible. Likewise several components are now located where tube services were initially considered unnecessary.

(2) Component restrictions on tube movement of special handling or sensitive documents.

(3) In all offices the preponderance of mail is too bulky to be handled by tube.

(4) The systems are new and their capabilities are not fully understood.

Continuing action will be taken (1) to eliminate restrictions on material insofar as possible; (2) indoctrination of potential users; and (3) elimination of minor technical deficiencies in the systems.

e. Consideration was given to the publication of a complete detailed mailing address of all components as an aid to mail senders. It was concluded that the listing now contained in the classified directory portion of the telephone directory was sufficient for mail routing purposes.

f. The Mail and Courier Branch, OL, provides a central U.S. postage mailing service which averages \$100,000 per year (about half is metered). In addition we have 28 operational postage stamp accounts throughout the Agency using about \$25 each per month. Consideration was given to further decentralization of the postage account, however, this was determined to be impractical due to the complicated postal rate structure and the cost for scales, meters and other equipment.

6. Receipts for Classified Mail. Our review of the requirements for and use of courier and document receipts revealed that all components are complying with the provisions of Executive Order 10501. Courier receipts are not required for intra-agency movement of mail, however, the Task Force concluded that movement of mail between the various agency buildings should be accompanied by a courier receipt for control purposes. Movement within any building to be without courier receipt except for Top Secret and special handling

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material. It was found that less than 75% of the document receipts are returned to the Agency. Consideration was given to establishment of a follow-up system similar to that used for Top Secret documents. It was concluded that Executive Order 10501 places the responsibility for return on the recipient and that any follow-up system would be too expensive in manpower.

7. Internal Control (Logging) of Classified Mail. A comprehensive survey through use of a mail control questionnaire revealed that logging practices of the various components are in consonance with current regulations. It was our opinion that the regulations are subject to various interpretations. The Task Force took action to draft a more explicit regulation, (Tab F) also specific guidelines for supervisors and logging personnel are recommended for inclusion in a Mail Processing handbook.

8. The matter of classification of mail, installations and materiel as it pertains to mail processing was considered in some detail. The Office of Security has held that the classification of [ ] field installations has been a determining factor in forwarding of mail and materiel. A lowering of the classification of an installation will lead to less expense and more expeditious handling. The Office of Security will undertake a review of installation classification with all interested Agency components. Action was also taken by the Task Force to include a section on classification of material in an appropriate Agency handbook. In addition to definitions, the section will include Agency-type examples of the material which normally fall under each classification heading.

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9. The Task Force unanimously concluded that a Mail and Processing Handbook for use in training EOD clerical personnel and for reference purposes is long overdue. A recommended draft outline of the Handbook is contained in Tab g.

10. Recommendations:

a. That Paragraphs 25e, f and h of [ ] be changed to read substantially as contained in Tab F.

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b. That a Mail Processing Handbook be published based on the outline contained in Tab g.

[ ]

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Chairman, Mail &  
Courier Task Force

Attachments:

Tabs a thru g, as indicated.

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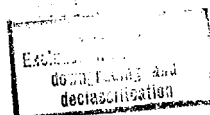
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TAB B

Agenda for Meeting of Mail and Courier Task Force

12 March 1963

1. The next meeting of the Mail and Courier Task Force will be held at 0930 hours, 26 March in the DD/S Conference Room (7D34).
2. Since the last meeting actions indicated below have been undertaken.
  - a. Test Runs - Tests which were made of the carrying of mail by couriers between registries reveal excellent service within the RID system and the Mail and Courier Branch system, including runs to other buildings. The time taken for delivery from the north to the south portion of the building also appears reasonable (average time - 2 hours, 8 minutes), but delays occur in the reverse direction when mail has to stop for logging out of RID. Steps are in process which should lead to elimination of such logging.
  - b. Duplication of External Courier Service - External runs of all known services but NPIC were charted and carefully scrutinized and it was found that generally speaking the duplication was more apparent than real and complicated by special security factors. However, considerable savings have been effected through excellent cooperation of the components concerned. The Mail and Courier Branch has absorbed scheduled runs made by the OCR Library and the Office of Personnel and FDD has agreed to use the Mail and Courier Branch service where covert arrangements do not preclude such use. Consolidation of systems was explored at the working level, but no action taken.
  - c. Mail Control Questionnaire - The questionnaire revealed specific information on the lack of uniformity in procedures, forms and interpretation of security requirements, indicating need for authoritative guidance, possibly in the form of an updated handbook.
3. Our basic goal is to provide effective and efficient mail and courier services with minimum essential controls. Our meeting will be devoted primarily to the presentation and exchange of ideas which upon synthesis and evaluation should lead to accomplishment of that mission.
4. An analysis of the problem leads to the conclusion that we should consider it from four related, but somewhat independent stand-points. These are:
  - a. External Courier Service





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- b. Internal mail delivery and pick-up service.
- c. Receipts for classified material.
- d. Internal control (logging) of classified material.

It is believed desirable at this point to consider primarily the bulk of material classified SECRET and below. TOP SECRET and other special handling material constitutes a small fraction of the total and generally adequate controls prevail. However, ideas for improvement in handling this material are solicited and will also be considered. General guidelines for review and discussion of the above listed points are contained in succeeding paragraphs.

5. External Courier Service

a. This service encompasses service to locations in the Washington area outside Headquarters. It includes service to Agency and non-Agency buildings.

b. Consider the possibility of maximum consolidation of the service. It is possible that requirements for this service have developed on an ad hoc basis over the years without complete consideration of service already available. Once established as special the service may have continued without extensive review.

c. A periodic review should be made of the number of runs and delivery and pick-up points. This review should reflect the basic needs of the Agency and include the costs involved. By whom and at what intervals should review be made?

d. Is it desirable to establish a central point for consolidation of requests for additional regular service? If affirmative, who should be designated and what criteria should be applied?

e. Should requirements for special runs and intermittent courier service be referred to a central control point? If so, where and what authority should be delegated to the control office?

f. Should inter-Agency relay points be established? Would relay points unduly delay service? Consider the cost factors of multiple delivery points versus relay points.

g. It has been suggested that the publication of schedules of regular and intermittent courier runs would be of value to users of the service. It should have an effect on the number of requests for special runs. If this is not practicable, are there other alternatives?

h. Consider the possibility of including within the courier service the considerable number of documents now moved inter-Agency on an ad hoc basis.

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6. Internal Mail Delivery and Pick-up Service

a. Have we established mail delivery points and schedules best suited to the requirements of the customer? Are there too many or too few delivery points? Are deliveries made more or less frequently than necessary for effective onward movement to action offices or desk? Are adjustments in service indicated? Does the tube system adequately service expedite material and eliminate or decrease requirement for hand carry?

b. Is it possible to interchange mail between couriers on each floor without return to a central mail room for re-sort and onward movement?

c. The publication of a complete detailed mailing address of all components with office symbols, room and telephone numbers would be of assistance to all mail senders and would considerably reduce the sorting and handling time for delivery. Is such a list feasible and if so, how frequently should it be published.

d. There are probably as many systems for intra-component movement of mail as there are components. Most of these undoubtedly service adequately the needs of the component. However, it is possible that no one component acting independently has been able to achieve the ultimate in this field. It is desired that a detailed discussion be held on this subject with the view to consideration for adoption of applicable good ideas for improvement.

e. Most outgoing U.S. mail requiring postage is now forwarded to the Office of Logistics central mail room. Would the establishment of an operational postage stamp account  at appropriate sending points improve service?

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7. Receipts for Classified Mail

a. Inter-Agency. Section 8 of Executive Order 10501, as revised is here quoted:

"Section 8. Transmission: For transmission outside of a department or agency, classified defense material of the three categories originated under the provisions of this order shall be prepared and transmitted as follows:

(a) Preparation for Transmission: Such material shall be enclosed in opaque inner and outer covers. The inner cover shall be a sealed wrapper or envelope plainly marked with the assigned classification and address. The outer cover shall be sealed and addressed with no indication of the classification of its contents. A receipt form shall be attached to or enclosed in the inner cover, except that Confidential

material shall require a receipt only if the sender deems it necessary. The receipt form shall identify the addressor, addressee, and the document, but shall contain no classified information. It shall be signed by the proper recipient and returned to the sender.

(b) Transmitting Top Secret Material: The transmission of Top Secret material shall be effected preferably by direct contact of officials concerned, or, alternatively, by specifically designated personnel, by State Department diplomatic pouch, by a messenger-courier system especially created for that purpose, or by electric means in encrypted form; or in the case of information transmitted by the Federal Bureau of Investigation, such means of transmission may be used as are currently approved by the Director, Federal Bureau of Investigation, unless express reservation to the contrary is made in exceptional cases by the originating agency.

(c) Transmitting Secret Information and Material: Secret information and material shall be transmitted within and between the forty-eight contiguous states and the District of Columbia, or wholly within Alaska, Hawaii, the Commonwealth of Puerto Rico, or a United States possession, by one of the means established for Top Secret information and material, by authorized courier, by United States registered mail, or by the use of protective services provided by commercial carriers, air or surface, under such conditions as may be prescribed by the head of the department or agency concerned. Secret information and material may be transmitted outside those areas by one of the means established for Top Secret information and material, by commanders or masters of vessels of United States registry, or by the United States registered mail through Army, Navy, Air Force, or United States civil postal facilities; provided that the information or material does not at any time pass through a foreign postal system. For the purposes of this section registered mail in the custody of a transporting agency of the United States Post Office is considered within United States Government control unless the transporting agent is foreign controlled or operated. Secret information and material may, however, be transmitted between United States Government or Canadian Government installations, or both, in the forty-eight contiguous states, the District of Columbia, Alaska, and Canada by United States and Canadian registered mail with registered mail receipt. Secret information and material may also be transmitted over communications circuits in accordance with regulations promulgated for such purpose by the Secretary of Defense.

(d) Transmitting Confidential Information and Material: Confidential Information and material shall be transmitted within the forty-eight contiguous states and the District of Columbia, or wholly within Alaska, Hawaii, the Commonwealth of Puerto Rico, or a United States possession, by one of the means established for higher classifications, or by certified or first-class mail. Outside those areas Confidential information and material shall be transmitted in the same manner as authorized for higher classifications.

(e) Within an Agency: Preparation of classified defense material for transmission, and transmission of it, within a department or agency shall be governed by regulations, issued by the head of the department or agency, insuring a degree of security equivalent to that outlined above for transmission outside a department or agency."

b. It will be noted that receipts are required for inter-agency transmittal of material classified Secret and Top Secret. Confidential material requires a receipt only if the sender deems it necessary. It is desired to discuss the matter of courier and document receipts with the view of a uniform approach to the problem and possible standardization of the forms to be used. Please bring samples of forms used.

c. Intra-Agency. The Director of Security has advised the Task Force Chairman that Executive Order 10501 does not require the use of receipt forms for transmittal of Secret and below material within an agency, but leaves this matter to the discretion of the head of the agency, specifying only "good accountability records." Discussion is desired concerning a uniform policy in this matter. Individual statements concerning use of receipts such as "I want to be sure the document was received" or "I want to be able to prove I sent it" should not be overlooked. On the other hand, serious consideration of the time and cost involved in printing, preparation and handling of receipt forms and their actual value in mail handling is indicated. In spot checking on temporarily lost or mislaid documents it will be found the occurrence is rare and the result of human error. It is not believed that any control system will produce missing documents--therefore, the arguments for controls should be examined with this fact in mind.

#### 8. Internal Control (logging) of Classified Material

a. A consolidation of the replies to a recent Mail Control Questionnaire revealed a variety of practices current in the Agency. In many instances, it appears that the same material is logged at several points within a component prior to delivery to the action desk. As indicated in paragraph 7c. above, the basic requirement is for "good accountability records." Is it believed possible to provide adequate accountability for records by logging material only once within a major component of a DD area? If so, where within the component? In Headquarters should

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the unit manning the tube station do the logging? If done at a branch or comparable level, what if any prior mail receiving and sorting points are needed?

b. The replies to the Questionnaire cited above indicated a wide variety of logging procedures and forms in use. Please be prepared to discuss this matter in detail and bring copies of the forms in use. Your ideas on standardization of procedures and forms are solicited.

c. It has been noted that many registries thru which material passes assign a unit registry control number which results in as many as a half dozen control numbers being assigned to the same document. Should originators assign a control number which could be universally used as is done in the DD/P dispatch correspondence system? Is it desirable to develop a form such as the dispatch form for internal correspondence purposes?

9. Two separate but related subjects have been brought to the attention of the Task Force Chairman, e.g., (a) the matter of classification of material, more specifically, overclassification and (b) a mail procedure handbook.

25X1   a. It is suggested that members of the Task Force review HR   (and EO 10501 if available) pertaining to classification. It is believed that a general discussion on this matter will produce some results which will be helpful in our mail control problem.

b. A handbook on mail procedures undoubtedly would be helpful, particularly in training new employees and for reference purposes. Questions which arise include: Is it possible to publish an all inclusive Agency handbook or should each component prepare one tailored to its specific requirements? Can we have an Agency handbook establishing certain basic principles, procedures and forms to be supplemented by component routing and handling guides? If a handbook is to be prepared who would be designated action agent?

10. Officers indicated below are requested to act as monitors at the meeting for subjects covered in the indicated paragraphs of this agenda:



Paragraph 5

Paragraph 6

Paragraph 7

Paragraph 8

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TAB C

Minutes of Meetings

Minutes of Mail and Courier Task Force Meeting  
of 26 March 1963



2. The meeting was devoted to discussion of the Agency External Courier System. Major points discussed and actions taken were:

a. The Agency external courier system (OL) has developed from an initial personnel complement of about [redacted] at the present time. The increase has been gradual over the years and has been based on an increased number of points served and frequency of required service. There are currently 59 scheduled daily runs serving approximately 170 points throughout the Washington area, including the Agency, other U. S. Government departments, several foreign embassies, and one or two commercial establishments. The service includes both delivery and pickup. In only very rare instances are deliveries made to CIA by outside originators of material. It was the consensus of the Task Force that delivery and pickup by Agency couriers is probably the most efficient and economical means of handling the material.

b. Upon examination of the question of duplication of courier service between various Agency components, it was determined that any apparent duplication is based on requirements for special handling of various types of material, i.e., point-to-point delivery by certain designated, identified couriers, special clearances for handlers of this material, etc. It was concluded that further review would be made with the objective of including as much as possible of the special handling material within the regular Agency courier service. [redacted] and [redacted] will present further information on this subject at a subsequent meeting.

c. It was determined that a published listing of all regularly scheduled courier runs, including the estimated time for point-to-point delivery, would be furnished Agency originators of material on a "need-to-know" basis. It was felt that such a listing should result in a reduction of requests for special deliveries and would be the basis for a periodic review leading to consolidation of service, elimination of duplication, and reduction in operating costs. The Office of Logistics is preparing the list for early release.

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DOWNGRADING AND  
DECLASSIFICATION

d. As a positive control measure, it was determined that designated officers within each component should be authorized to place requests for additional regular or special delivery courier service. The Chief, Mail and Courier Branch, would be designated to receive such requests with authority to determine the best means of providing the service. This item will be considered for incorporation in an appropriate Agency issuance.

e. Upon consideration of the possibility of establishing inter-Agency relay points for delivery/pickup of material, it was determined to be unfeasible. Of the 170 outside delivery points, only 3, e.g., Pentagon (34), State (11), and Arlington Hall (9) have multiple delivery points. (All points are not serviced every delivery.) The bulk of Agency material is considered in the expedite category; and, because of the time element involved, should reach the recipient promptly. Establishment of Agency permanently assigned courier service within these buildings would be uneconomical. An attempt was made to consolidate the seven stops within DIA without success.

f. One significant accomplishment was reported. Heretofore three couriers, two records center and one administrative, have provided service from and to [REDACTED] This service has now been consolidated in the headquarters system utilizing only two couriers--a savings of one courier and one vehicle.

Minutes of Mail and Courier Task Force Meeting

of 2 April 1963

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25X1      2. Handouts of a proposed schedule of courier runs were distributed by [ ] to the Task Force. It was explained that it was a two-package proposal--the first section of the package being distributed Agency-wide and giving details on the courier runs, both incoming and outgoing, that Agency personnel would be interested in; the second more detailed package would be distributed only to the Deputies--further distribution of the second package would be at the Deputies' discretion. The listing of all runs includes both regular and special runs. The proposals will be discussed at a subsequent meeting after review by Task Force Members.

3. The minutes of the previous meeting, 26 March 1963, were read and the following changes were made:

a. Page 2, paragraph 2d. - It was decided to delete the word major in the first sentence. Page 3, the same paragraph, it was decided to delete the validity of the request and the.

b. Discussion arose as to paragraph 2e. and the feasibility of internal delivery within the Pentagon. It was decided that a sub-station or mail delivery room for CIA would have to be located in the Pentagon. At present the Defense Department is not willing to give us that room. Also, it was determined that additional personnel would be needed to run the station. The minutes were adopted with changes indicated.

c. Further discussion was based on paragraph 2b. and the possible duplication of the courier service between various Agency components. The factors of time, special clearances, baby sitting, etc., were discussed with the outcome being that the Task Force decided that they must find out just what the requirements are for carrying certain documents. Were these rules that could be changed if other protective measures were taken? Would the office or customer change his special

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in an attempt to eliminate any duplication.

d. The point was raised that the Pentagon and State Department appears to get better service than our own buildings. Points raised in discussion included: (1) inability to combine runs because of the volume of material and requirements for special expeditious handling such as cables and (2) advantages from a security standpoint.

It was decided that copies of the CIA Records Administration study would be distributed to the members of the Task Force.



The point was raised on reducing the number of runs into town. There are now 8 scheduled runs into the D. C. area. It was expressed that the special runs may be cut down when the proposed schedule of runs is published; on the other hand, it may cause more requests for special runs when personnel see how long some of the runs take to deliver the material.

4. The meeting was then turned over to the discussion of the Agency Internal Courier System. Major points discussed and actions taken were:

a. Based on recent surveys it was determined that the number of runs within Headquarters is:

Mail and Courier Branch	8 times a day to	68 points
RID	8 times a day to	143 points
Cable Secretariat	5 times a day to	43 points
Downtown	6 times a day to	9 points

b. The Chairman indicated the Task Force had received two recommendations re delivery points:

(1) The reduction of a large number of registries through elimination, consolidation, etc.

(2) Eliminate central registry facilities for major components; deliver mail direct to organizational level nearest action desk. In consideration of these divergent recommendations the following points were made:

(a) Delivery of mail to a point as near as possible to the action desk results in the most efficient service with least intermediate processing. This system has been in effect within the DD/P for several years with excellent results. It was noted that this system can be applied effectively within DD/P because of the general uniformity of function of all DD/P elements and the central correspondence analysis system which leads to simplified sorting and delivery procedures. The several major components of the DD/I, DD/S, and DD/R on the other hand have no general uniformity of functions. Within DD/I there are 8 major offices all with separate and distinct functions and within OCR there are 8 separate functional areas. The same pattern applies similarly to the DD/S and DD/R. While it is theoretically possible to distribute mail from a central point within the Agency or within a DD office it would be a very impractical solution. This subject ties in closely with internal control (logging) procedures and will be considered further at a later meeting.

c. Discussion of the number of daily deliveries led to the following basic conclusions:

(1) It is highly desirable if not essential that mail move promptly from point to point. The many requirements to meet tight

deadlines and for expeditious handling of mail would result in additional hand carry with resultant cost for non-productive man-hours.

(2) The frequent delivery of mail to recipients results in more even flow throughout the Agency and elimination of peaks and valleys in processing.

(3) The extremely heavy volume of mail received and dispatched requires constant onward movement in order to prevent overtaxing facilities at the central mail rooms and major receiving/dispatch points.

d. The matter of interchange of mail on each floor between DD/P and M&CB messengers was discussed. Currently the DD/P requirement for logging all outgoing mail in RID prevents this interchange and causes delay in delivery. This subject will be discussed further in connection with internal control procedures.

e. [ ] reported that the pneumatic tube system is being utilized only to a limited degree and suggested that the Task Force take action to encourage greater use. [ ] were requested to investigate this matter for the DD/I, DD/P and other areas respectively and report at the next meeting.

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Minutes of Mail and Courier Task Force Meeting

of 8 April 1963

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2. The Minutes of the 2 April 1963 Task Force Meeting were discussed and the following changes were made:

a. Page 2, last paragraph, a change from 5 to 8 scheduled runs.

3. The meeting was then turned over to the discussion of the Pneumatic Tube System. Major points discussed and actions taken were:

a. At the last meeting it was announced that the use being made of the tube systems represents a relatively small percentage of the capacity. Average daily utilization and capacity of the three systems is:

A	2500 - 12000
B	600 - 10600
C	300 - 10600

At first glance it might appear that the system is not worth the operating costs involved. On the other hand the elimination of a potential 1700 daily hand carries of documents (carriers normally return empty) presents a considerable man-hour savings.

b. A discussion of reasons why we do not obtain greater utilization revealed:

(1) The plans for the system were prepared in 1957-58. Since that date there have been many organizational changes which have caused many tube stations to be located where little or no use can be obtained. For instance, one DD/R component is located in an area where four DD/P tube stations are located. Neither office will allow their material to pass thru the system. Likewise, certain components are located in areas where tube stations were not planned. (Special Activities Staff and WH Division Support Staff) It is either impossible or too costly to provide stations at these locations.

(2) In all offices the preponderance of mail is too bulky to be handled in tube carriers.

(3) Restrictions are placed by some offices on movement of special handling or sensitive documents by tube.

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(4) Resistance on the part of some senders to trust the system.

(5) The Cable Secretariat has not yet started to use the system.

(6) The mail and courier service is efficient and probably easier to use by offices located some distance from a tube station. Also, there is reluctance on the part of tube station operators to deliver mail to other offices.

c. It was determined that the following actions should lead to greater utilization of the system:

(1) The DD/P is making a study relative to lifting of restrictions now placed on RYBAT and KAPOK and other special handling documents. Currently the number of rejects averages about 2.5 to 3 per cent. Reduction of this average is being sought which will increase the senders reliability in the system.

(2) Publication of a tube station directory which will include all offices the receiving office is willing to service from a station. Also, attach a copy of current instructions on operation of the system for ready reference by operators.

(3) A carrier modification program is under way which will provide for positive locking of the dial rings. The carriers originally provided have smooth dial rings which has led to some inaccuracies in setting the proper alignment.

(4) Indoctrination and training of new EOD clerical employees in the system.

(5) Furnishing of a ticket printed "Priority send by Tube" for use by originators of mail.

(6) Provide additional carriers to volume stations.

4.  was designated to review the possible use of the tube system with Cable Secretariat officers.

5. The next meeting has been set for 16 April 1963 at 9:30 a.m.

Minutes of Mail and Courier Task Force Meeting  
of 16 April 1963

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2. The draft Headquarters Notice re Mail Service, forwarded to Task Force members with the minutes of the 9 April meeting was considered. The draft was approved with the exception of that portion which would require reimbursement for special courier services. A study revealed that currently, approximately 7800 special trips are made annually at an average cost of \$3.25 each, totaling about \$25,000. It was felt that the cost of processing 7800 vouchers was not justified even though reimbursement might result in fewer special requests.

3. a. A sample sticker "Priority - Send by Tube" was approved for adoption. The Chief, Logistics Services Division and CIA Records Administration Officer were requested to prepare, publish and arrange for distribution. Several ideas for posters to encourage use of the tube system were considered. The draft material was handed to the Chief, Logistics Services Division for consideration for possible future use.

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b. [ ] reported he had had a discussion with the Cable Secretariat re use of the tube system. The major obstacle at present is the DD/P limitation on RYBAT and KAPOK material. Currently these cables must be hand carried so it is more efficient to carry all cables. When this restriction is removed the Cable Secretariat will be much interested in moving cables by tube.

4. The question of a suitable re-usable envelope for movement of intra-Agency mail was considered. The Office of Logistics reported that 40 different envelopes are stocked, two of which were designed for re-use. The annual cost for envelopes is approximately \$32,500. Several members indicated that the re-usable envelopes were not readily available in all building supply offices. [ ] is taking necessary action.

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5. Following a discussion concerning publication of a complete detailed mail address list, it was concluded that the listing now contained in the classified directory part of the telephone directory was sufficient for mail routing purposes.

6. The matter of intra-component movement of mail was discussed in considerable detail. It was concluded that, due to the many different functional responsibilities of the various offices, a uniform system would be impractical. This subject ties in closely with the logging requirements and will be considered further at a later meeting.

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7. Consideration was given to the decentralization of the central postage stamp account to users of postage. Currently, there are 28 operational postage stamp accounts throughout the Agency, using about \$25 each in postage per month. The central account requires approximately \$100,000 in postage per year, about half of which is handled through a postage meter. Further decentralization would require considerable training of personnel in the various postage rates and also, considerable expenditure for scales, postage meters, and other equipment. It was concluded that the present system of handling postal mailing should continue.

8. The next meeting has been set for 23 April 1963 at 9:30 a.m.

Minutes of Mail and Courier Task Force Meeting


of 23 April 1963

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2. The minutes of the previous meeting were reviewed and approved.

3. The subject for the meeting was courier and document receipts.

a. The opening discussion was devoted to classification of locations and material as well as the content of the document. It was pointed out that the Office of Security has held that anything going to an installation considered Secret or Top Secret should be processed on the basis of the classification of the installation, even though the material itself might be of a lower classification. This pertains to  field installations. A review of the classification of installations and material should be made, as any lowering of the classification would result in a change in processing of material with a reduction in transmission time and cost. This matter will be considered further at the next meeting.

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b. Further discussion on the matter of classification centered on the definitions of the Top Secret, Secret and Confidential as contained in Executive Order 10501 and Agency Regulations. It was the consensus of the meeting that the definitions, while meaningful, were not explicit enough for practical applications by most Agency document originators; that when given the choice, particularly between Secret and Confidential, it appears most personnel tend to use Secret either from habit or to be on the safe side. It was concluded that the mail processing handbook should contain a section on classification which would include both the standard definitions and a listing of specific Agency examples of the types of documents and forms which would normally fall under each classification.

4. Discussion on the use of courier receipts revealed that current regulations which require receipts for inter-Agency movement of classified material were being universally used. It was concluded that this practice should be continued. It was found, however, that there is little uniformity in use of courier receipts for Secret and Confidential material moving within the Agency. It was pointed out that the Director of Security has ruled that receipts are not required for intra-Agency movement of this mail. Consideration was given to the fact that many offices are located downtown and in outlying areas and that movement of mail to and from these buildings was in effect similar to movement of inter-Agency mail. It was concluded, in order to provide adequate control of material classified

Secret and below, that courier receipts should be used for transfer between buildings and eliminated where movement is only within a building. It is proposed that this procedure be incorporated in the handbook.

5. The use of document receipts was considered on two bases: inter-Agency and intra-Agency.

a. It was agreed that all offices use the receipt in accordance with prescribed regulations for movement of inter-Agency classified material; however, it was found that generally there is no effective follow-up to assure return of receipts from recipients. It was pointed out that telephone inquiries on a spot basis revealed receipt of the mail even though the recipient failed to return the receipt. The Central Mail Room also reported receiving a considerable number of receipts (Form #615) without the return address of the sender, making it impossible to forward the receipt. Two proposals resulted from the discussion: (1) that Agency regulations be revised to prescribe an effective follow-up to assure return of receipts and (2) that the handbook include instructions in the preparation and use of the receipt.

b. Document receipts are not required for intra-Agency movement of Secret and below material; however, they may be used when the sender considers it desirable. It was the consensus of the meeting that document receipts are unnecessary with the possible exception of certain sensitive material, and should be eliminated. It was felt that courier receipts would suffice for control purposes. It is proposed to include this item in the handbook.

c. A review of the courier and document receipt forms generally used will be made at the next meeting with a view to design a single form which will combine courier and document receipts and provide for effective follow-up.

6. Some exception was made to the statement, "It is not believed that any control system will produce missing documents," contained in paragraph 7c. of the Agenda. It was pointed out that controls are essential to place responsibility and that use of the control system has led to recovery of missing documents. It was also pointed out that upwards of 500,000 pieces of mail are handled monthly by the Mail and Courier Service with only 60-70 inquiries for trace. The question of whether the cost of the control system is justified was not conclusively resolved, the general feeling being that recovery of only one document could be worth the entire cost.

7. Throughout the discussion many references were made to paragraph 25f. and g. of [redacted] pertaining to document receipts and logging. These paragraphs appear to be subject to broad interpretation. [redacted] agreed to prepare a draft revision for consideration at the next meeting.



8. The next meeting was scheduled for Monday, 29 April at 9:30  
a.m.

Minutes of Mail and Courier Task Force Meeting

of 29 April 1963

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2. The minutes of the previous meeting were adopted with one exception. Paragraph 5a(1) contains the statement "that Agency regulations be revised to prescribe an effective follow-up to assure return of receipts." It was pointed out that Executive Order 10501 prescribes the use of document receipts; however, it places the responsibility for signature and return on the sender. The establishment of a comprehensive follow-up system in the Agency would require a substantial manpower increase which is not believed justified for this purpose. It was concluded that the courier receipt which is maintained in Agency control is sufficient documentation to initiate a search for any missing document.

3. Samples of the principal document receipt forms in current usage were reviewed. Several of these are special purpose such as for film, maps, intelligence reports, etc. It was concluded that these forms should continue in use. It was the consensus of the meeting, however, that the use of a general purpose combined courier and document form would have many advantages. The CIA Records Administration Office agreed to draft a combination form for consideration by the Task Force. The form will include a feature which will allow Agency mail rooms to easily identify the originator of the document so that receipts may be forwarded promptly upon return.

4. A proposed redraft of current Agency Regulations on maintenance of logs, prepared by [redacted] was considered. Task Force members were requested to make further review of the draft and submit comments to the Chairman for consideration at the next meeting.

5. A general discussion of internal logging practices revealed the following:

a. Replies to the Mail Control Questionnaire revealed that of 241 components reporting that they log, 32 are at the first management echelon below a Deputy Director (Office, Senior Staff, Area Division, etc.), 119 at the second echelon, e.g., DD/P branches, DD/SEC/PPS in the Office of Security, Economic Research Area, ORR, Supply Division, OL, etc., 73 at the third echelon and 14 at the fourth echelon. (Although in some cases mail may go through all the echelons up to a Deputy Director, much of the mail goes directly to a lower echelon such as an area division branch and is logged there.) Even if another facility or registry could satisfy the security logging requirements and furnish information as to the location of the component's mail, 161 report they

could not give up logging. The reasons vary, but involve special types of material, sensitivity, checks, and particularly the doubt that the information could be made available as quickly and accurately as needed to carry on their operations efficiently. Some of the area divisions feel quite strongly about continuation of logging at the branch level and indicated if any change is contemplated they would like to present a rebuttal. Many of the 78 who thought they might give it up also expressed qualifications in their answers and suggested they would have to log certain material for management or special security purposes. Although there are many different interpretations of the obscure security requirements, the security factor seems to be subordinate to the administrative control factors. It is to be noted that, aside from the central logging point, relatively few documents are logged at subordinate points.

b. The lack of uniform and specific logging guides has led to general misunderstanding of our internal control requirements. It was concluded that a section of the mail processing handbook should be devoted to clarification of this matter. It will give supervisors as well as loggers proper direction.

c. The discussion ended with the conclusion that the often heard statement "there is a lot of unnecessary logging around here," just is not true.

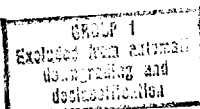
TAB D

Consolidation of Courier Runs  
and Annual Savings

1.	Combined Monday, Wednesday, and Friday delivery of OCI Digest to Commandant USMC with regular service.	\$ 508.00
2.	Combined Thursday AFTSC pickup with regular service.	169.00
3.	Combined daily special pickup and delivery to AID with regular service.	845.00
4.	Combined special daily Airgram run to State with regular service.	845.00
5.	Combined special Thursday, [ ] run to State and Pentagon with regular service.	247.00
6.	Combined cable delivery and pickup runs to Pentagon and State.	4,807.00
7.	Combined daily OP run to 1016 16th Street with regular service.	845.00
8.	Combined daily OCR run to Library of Congress with regular service.	1,326.00
9.	Changed [ ] courier service to originate in Headquarters. (Savings 1 courier and 1 vehicle)	6,031.00
	TOTAL Annual Savings	\$15,623.00

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TAB F

Recommended Changes in Agency Regulation

I. Recommended Additions to

a.  TRANSMISSION OF CLASSIFIED DOCUMENTS OUTSIDE CIA

(1) TOP SECRET DOCUMENTS, NOT REGISTERED

(a) When delivery is to be made by authorized courier, securely attach Form 240a, Courier Receipt, to the outer envelope or wrapping. (Re-letter present (a), (b), (c) and (d) accordingly)

(2) SECRET AND CONFIDENTIAL DOCUMENTS, NOT REGISTERED

(a) When delivery is to be made by authorized courier, securely attach Form 240, Courier Receipt, to the outer envelope or wrapping. (Re-letter present (a) and (b) accordingly)

b. 10-25f. TRANSMISSION OF CLASSIFIED DOCUMENTS WITHIN CIA

(1) TOP SECRET DOCUMENTS, NOT REGISTERED

(a) When delivery is to be made by authorized courier, securely attach Form 240a, Courier Receipt, to the outer envelope or wrapping. (Re-letter present (a), (b), (c) and (d) accordingly)

(2) SECRET AND CONFIDENTIAL DOCUMENTS, NOT REGISTERED

(a) No change.

(b) When delivery is to be made by authorized courier to another CIA building, securely attach Form 240, Courier Receipt, to the outer envelope or wrapping. Courier Receipts will not be used for courier delivery within a CIA building. (Re-letter (b), (c) and (d) accordingly)

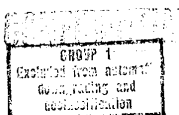
II. Recommended Change to

a.  MAINTENANCE OF LOGS

(1) No change.

(2) SECRET AND CONFIDENTIAL LOGS

Secret and Confidential Logs shall be maintained by responsible persons designated specifically for that purpose by Deputy



Directors, Operating Officials (as outlined in  the Inspector General, the Comptroller and the General Counsel. All SECRET and CONFIDENTIAL material, not registered, shall be logged at the action point of receipt in the immediate office of any of the above-named officials or any component under their jurisdiction and shall be logged out at the final point of dispatch when bound for destinations outside of the component under the above-named officials, or when dispatched to a field office or between subdivisions of the aforementioned component located in different buildings. Organizational units not included in the foregoing may maintain Logs when deemed desirable for operational reasons or because of the nature of the activity involved. Field offices shall maintain Logs of all SECRET and CONFIDENTIAL material received and dispatched by them. If, during the course of operations, it is necessary or expedient at times to hand carry SECRET or CONFIDENTIAL documents, the control points at each end must be notified.

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(3) No change.

(4) No change.

TAB G

## Mail Processing Handbook

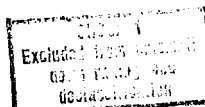
### I. Purpose

- A. To outline various types of mail flowing throughout the Agency
- B. To outline the procedures for processing

### II. Types of Mail

#### A. CIA Material

- 1. Dispatches
  - a. Operational
  - b. Administrative
- 2. Cables
  - a. Operational
  - b. Administrative
- 3. Reports
  - a. Pouched
  - b. Cabled
  - c. Other (specify types)
- 4. Memoranda
  - a. Operational
  - b. Administrative
- 5. Intelligence Publications
- 6. Regulations
- 7. Phone Directories
- 8. Forms





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9. Special Handling
  - a. Top Secret
  - b. Rybat
  - c. Kapok
  - d. Other (specify)

B. Non-CIA Material

1. Intelligence Reports
2. Intelligence Publications
3. Cables
  - a. Operational
  - b. Administrative
4. Special Handling
  - a. Top Secret
  - b. Other (specify)
5. Newspapers - Magazines - Periodicals
6. Memoranda

III. Classification

A. Categories

1. Top Secret
2. Secret
3. Confidential
4. Administrative - Internal Use Only
5. Unclassified

B. Types of documents within each category

IV. Internal Control Procedures

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- A. Logs
  - 1. Why maintained
  - 2. Where maintained
  - 3. Procedures
- B. Receipts
  - 1. Couriers
    - a. Why used
    - b. When used
    - c. Procedures
  - 2. Document
    - a. Why used
    - b. When used
    - c. Procedures
- C. Top Secret Control procedures
- D. Special handling procedures
- V. Distribution - CIA Material
  - A. Headquarters Building
    - 1. Messengers
    - 2. Tube
    - 3. Hand Carry
  - B. Outlying buildings
  - C. Headquarters - Field 25X1
    - 1. Pouch
    - 2. U.S. mail
  - D. Regular service to other departments and agencies
  - E. Special courier service

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